More Relevant & Ready Army
More Capable & Modular Force
More Stable & Predictable Lifestyle

WORTH FIGHTING FOR

U.S.ARMY

Army Campaign Plan

An Army at War… and More

Our Army is at War…and keeping the Peace…and deterring aggression…and providing humanitarian assistance around the globe. Over 320,000 Soldiers are committed worldwide. It hasn't been easy, but we're working to make it better for you and still uphold our responsibilities to our Nation.

Where Are We Headed?

Increase Capability for a Wide Range of Missions

Relieve the Stress

- Reduce PCS moves
- Increase tour length
- Stabilize Soldiers and families
- Increase number of units
- Predictable deployments

Stabilize

Optimize the Capabilities

- Increase high demand units
- Reduce heavy forces
- Increase infantry, MP, Civil Affairs units
- Convert military to civilian positions
- Faster deployments
- Interchangeable units

Rebalance

Redesign the Organization

- Smaller units (brigade-based)
- Tailorable units
- Increase manning levels
- Standardized unit designs

Modular

Redefine the Culture

- Wartime decision making
- Warrior Ethos
- Revise European/ Pacific basing
- Integrate with Joint Force & other nations

Warrior

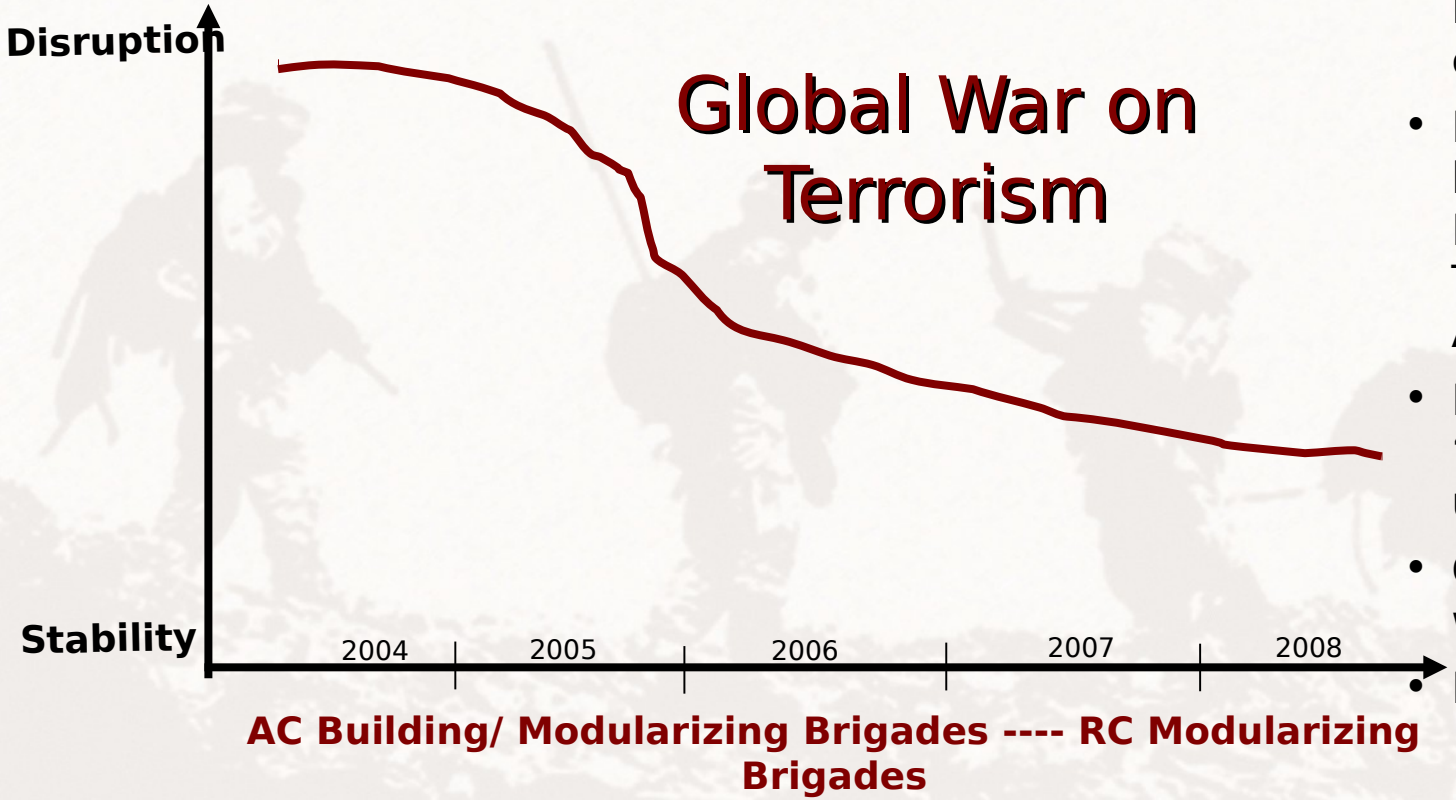
Joint & Expeditionary Army with Campaign Capabilities

What Does It All Mean?

All the changes and adjustments we're making will make our Army more Relevant and Ready by giving us:

- More cohesive and combat ready formations
- More stable and predictable lifestyle for our Soldiers and their families
- More agile and tailorable units
- More high demand units and skills
- More Interoperability across the entire Army (Active and Reserve Components)

What Happens When?

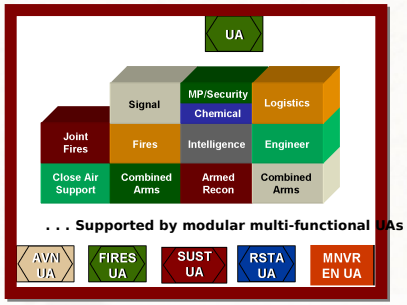


- Implement stabilization initiatives as we convert units
- Restructure and build new Brigade Combat Teams/ Units of Action
- Build more “high- demand” units
- Convert MOSs as we restructure
- Fight the War!

re Changing While the Engine’s Running – Not Business as U

What is the Approach: A Synergy of Strategies

Stabilize Soldiers and Families



Create "Modular" Units

Restructure 100,000 Positions

Creates Larger Pool of Agile, Cohesive, Deployable Units

These strategies working together will provide the Nation with a more capable Army and additional stability and predictability

Stabilization: How We Will Man The Force

Stabilization

- More stability and predictability
- Longer assignments for CONUS-based Soldiers and families
- Extended initial tours
- Enables higher levels of cohesion
- Uses a regional approach
- Multiple opportunities to return to same post

Unit Focused Stability

- Synchronizes with Unit Operational Cycle
- Minimizes Soldier losses for deployed units
- Provides combat ready, agile, cohesive units
- Uses Life-cycle and Cyclic Manning Management

Individual Replacement System (IRS)

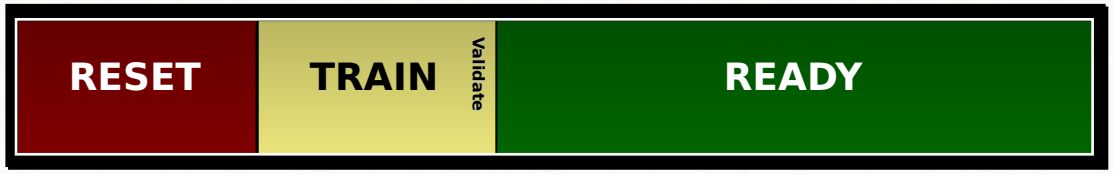
- Current system doesn’t go away completely
- Remains in place for most overseas-based units
- Used for the Institutional Army (TRADOC, etc.)
- Some low density specialties will always stay IRS

Stabilization: How We Will Provide Predictability to the Force

Stabilization increases predictability and readiness

- **Active Component Soldiers spend longer tours at installations within the U.S., moving only to:**
  - Meet the needs of the Army
  - Fulfill leader development requirements
  - Satisfy individual preferences
- **Minimizes family turbulence and provides "deeper roots" to the community**
  - Enlisted Soldiers can reenlist Present Duty or Needs of the Army
  - All Soldiers will be encouraged to return to the same post repeatedly during their career
  - Families become more connected to their community; continuity in schools, medical care, spouse education/career, and home equity
- **Further stability and predictability are supported by:**
  - Future rotation-based Army
  - Regional approach for future assignments
  - Increased transparency in accessions; Soldiers and officers increased involvement in assignment selection

Stabilization: How We Will Use Lifecycle Management



- **Synchronizes Soldier's tour with the unit's operational cycle (36 months)**
  - Minimizes attrition (PCS/ETS) for deployed units – increases unit continuity during deployments
  - Provides horizontal & vertical cohesion
- Focused on Brigade Combat Teams
- **Lifecycle management focuses personnel turbulence to reset periods:**
- **Maximizes unit cohesion, deployability and readiness**
  - Un-programmed losses (4-8%) replaced with personnel packages annually
  - Medical, UCMJ, administrative separation, and exceptions
- **50 – 70% of the unit turns over at end of cycle**
- **By exception losses for ARSOF and Old Guard**
- **Installation challenges may include:**
  - Housing
  - CIF
  - In/Out Processing

X

The Brigade Commander Controls Internal Turbulence

- Enables leader development
- OES/ NCOES TDY & return
- Length of time for Leader Qualification

Stabilization: How We Will Use Cyclic Management

- Sustained by periodic annual replacements to 'normalize' training cycle
- Focused on headquarters elements and low-density specialties; units that require continuity of operations
- Focuses training to sustainment periods

Cyclic management focuses personnel turbulence to a scheduled one- or two-month period

- Maximizes unit cohesion and readiness
- Installation challenges may include:
  - Housing
  - CIF
  - In/Out Processing

TENETS

- 12 months in length (Sustain & Ready)
- Combat Support, Combat Service Support units, and Command and Control elements
- Synchronized sustain phases
  - Programmed losses and replacements only during this phase
  - Allows for focused training/ resource prioritization
  - 15% to 30% losses annually
- By exception losses for SOF, CSM Selectee, OCS

Modularity: How We Will Restructure Our Units

Create units that are more stand alone and alike – with broad spectrum capability

- Create a larger pool of units to fulfill strategic commitments
- Standardize combat unit designs
- Make units more adaptable to the range of missions – from peacekeeping to war
- Move from Division (larger) to Brigade (smaller) level stand-alone units
- Make units capable of deploying more rapidly
- Improve our ability to tailor units and integrate among components, and with other Services and Nations

We have a plan to build a more modular, standardized and flexible Army . . . and we're starting now

Modularity: How We Will Build Capability Over Time

Growing up to 15 New Brigade Combat Teams in 6 years

	FY04	FY05	FY06	FY07	FY08	FY09
Current Division						
Brigade Combat Team Build of Units of Action*				ABN AK *Decision to implement resourcing of final 5 UAs subject to operational necessity and OSD approval*		
ARNG Modularity						

* Units of Action (UA) are brigade sized units that include key enablers making them more modular and self-sufficient

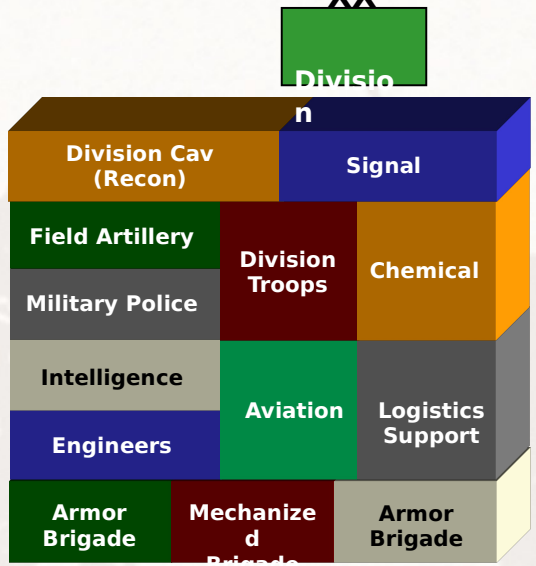
The Reserve Components are changing too. In the end, we'll have

82 Brigade Combat Teams in Our Army

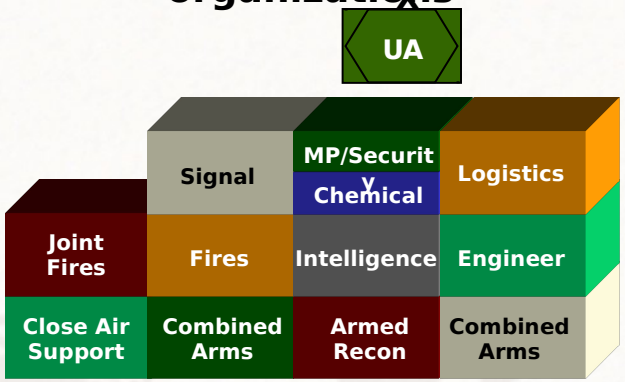
- Creates a deeper rotation pool to sustain the war and meet our worldwide commitments
- Restructures the AC/RC Combat Service Support to support modular Brigade Combat Teams

Modularity: How We Will Change to Brigade-Centric Organizations

An Army based around large, powerful, fixed organizations



To an Army designed around smaller, self-contained organizations



. . . Supported by modular multi-functional UAs

- Don't have to deploy a whole division to get certain capabiliti
- Employ smaller, tailored forces instead of one or two large un
- Smaller units simplify logistical challenges
- Creates a larger pool of units to rotate into operations

A More Relevant and Ready Force

Active and Reserve Units with the Same Structure

Restructuring: How We Will Meet Our Most Pressing Skill Requirements

Decrease

- Field Artillery Units
- Air Defense Units
- Engineer Units
- Armor Units
- Certain Logistic Units

2004 - 2009

100,000 Soldiers retrained and reallocated

Increase

- Military Police Units
- Transportation Units
- Civil Affairs Units
- Special Operations Units
- Biological Detection Units
- Military Intelligence Units

- Divesting Cold War Structure to Better Fight the War on Terrorism
  - Example: Decreasing Field Artillery, Armor, & Air Defense units – taking advantage of air superiority and precision munitions capabilities
- Relieve Stress on High Demand Units
  - Example: Increasing Military Police, Civil Affairs, Special Operations units
- Improve Readiness and Deployability of Units
  - Example: Man Units to Authorized Levels
- Execute Military to Civilian Conversions – Free-up Soldiers to Deploy
  - Example: Converting Headquarters Positions from Military to Civilian

Most Significant Army Restructuring in the last 50 Years

The Army Culture Will Change

- A more Joint, CONUS-based expeditionary Army
- Changing to a more Joint and Expeditionary Mindset
- Remain focused on our Core Competencies
- More agile and responsive in all missions and processes

Soldier's Creed

I am an American Soldier.
I am a Warrior and a member of a team.
I serve the people of the United States and live the Army Values.
I will always place the mission first.
I will never accept defeat.
I will never quit.
I will never leave a fallen comrade.
I am disciplined, physically and mentally tough, trained and proficient in my Warrior tasks and drills.
I always maintain my arms, my equipment and myself.
I am an expert and I am a professional.

ngage,

he United States of America in close combat.
I am a guardian of freedom and the American way of life.
I am an American Soldier.

To a More Joint and Expeditionary Army

What Isn't Changing?

The Soldier is the Centerpiece of all our Units

Soldiers are:

- **The most effective, flexible and adaptable asset we possess**
- **The Army's best sensor – receives and processes information better than any technology**
- **Defending America at Home and Overseas**

Everything We Do is Designed to Support Them

Bottom Line

- We are all Soldiers first - living the Warrior Ethos
- Our Army is respected - by our citizens, media, leadership… and by our enemies
- Our force will be more stable and predictable - but we face some turbulence over the next 18 months
- We have won many new entitlements and authorizations for Soldiers and families - and are fighting for more
- Our Army is a team - of all Active, Guard and Reserve Components; DA Civilians; family members; and contractors
- Thank you and your families for your service and dedication
- Our Army and Nation need you - stay the course!

"The cowards never came. The brave arrived. The tough remained."

— Unattributed American Pioneer